

FRANKS DRAFT UNIFIED QUEST 2775 WORDS 12 JAN 2011

UNIFIED QUEST KEYNOTE

12 JANUARY 2011

GEN (RET) FRED FRANKS

CLASS 1966 CHAIR SCPME USMA, WEST POINT

(AS GIVEN)

INTRO.

THANKS YOU SEAN FOR THAT KIND INTRODUCTION. THERE ARE LOTS TO REMIND ME OF THE ARMY PROFESSION OF ARMS THIS MORNING. COLONEL JEFF VUONO WHOSE DAD, GENERAL CARL VUONO, AS ARMY CHIEF OF STAFF, FOCUSED A LOT ON THE PROFESSION AND WHO HAD REPUBLISHED SIR JOHN HACKETT'S LECTURES IN THE UK ON THE PROFESSION OF ARMS IN AN ARMY PAMPHLET. COLONEL (RET) DON SNIDER WHOSE PROMETHEAN WORK ON THE PROFESSION OF ARMS IN TWO ANTHOLOGIES HAS HELPED RESURRECT DISCUSSION OF THE PROFESSION AND GIVEN US A USEFUL FRAMEWORK. LTC GLENN WATERS WHO IS DEPUTY IN THE SIMON CENTER WHERE WE INTRODUCED THE THIRD YEAR OF OUR CORE COURSE ON OFFICERSHIP WITH THE SUPERINTENDENT THIS PAST MONDAY. COLONEL MAT MOTEN, HISTORY DEPARTMENT AT WEST POINT, WHO GAVE US THE BEGINNINGS OF OUR CAPSTONE COURSE DESIGN. AND JUST LATE YESTERDAY AFTERNOON I MET WITH A GROUP OF VII CORPS VETERANS WHERE WE WERE PUTTING THE FINAL TOUCHES TO OUR 20TH REUNION WHERE AMONG OTHER THINGS WE AWARD SCHOLARSHIPS IN HONOR OF THOSE WHO DID NOT RETURN. SO FAR WE HAVE AWARDED ABOUT A QUARTER MILLION DOLLARS IN SCHOLARSHIPS.

THANK YOU FOR INCLUDING ME IN THIS UNIFIED QUEST AND THIS NOBLE WORK YOU ARE DOING FOR OUR PROFESSION.

THREE THOUGHTS THEN A PERSONAL OBSERVATION FROM ONE WHO WAS A PRACTITIONER IN THE PROFESSION AS ALL OF YOU AND WHO SINCE RETIREMENT HAS BEEN PRIVILEGED TO CONTINUE TO STUDY, TEACH, WRITE ABOUT, AND TALK ABOUT THE PROFESSION OF ARMS OVER THE PAST 11 YEARS AT WEST POINT AND ELSEWHERE.

FIRST.

TO DEMONSTRATE I AM ON THE SAME PAGE AS YOU I WANTED TO BEGIN WITH WHAT I BELIEVE THE PROFESSION DOES. THE ARMY PROFESSION OF ARMS SERVES OUR NATION AND ACCOMPLISHES MISSIONS AT LEAST COST TO THE MEMBERS OF THE PROFESSION ENTRUSTED TO THE PROFESSION BY OUR NATION. ABOVE ALL THE ARMY PROFESSION IS MADE UP OF PRACTITIONERS, SOLDIERS, NCOS, WARRANT OFFICERS, CIVILIANS, AND OFFICERS, EXECUTING THE ART AND SCIENCE OF OPERATIONS ON LAND TO GET THOSE MISSIONS ACCOMPLISHED IN WAYS CONSISTENT WITH WHO WE ARE AS A PEOPLE AND FAITHFUL TO OUR CONSTITUTION. THE HISTORY OF OUR ARMY PROFESSION IS THE HISTORY OF OUR NATION, DESPITE WHAT SOME SCHOLARS AND HISTORIANS PEG AS THE LATTER PART OF THE 19TH CENTURY AS THE BEGINNINGS OF PROFESSIONALISM IN THE US ARMY.

SINCE I AM NEITHER A HISTORIAN NOR SCHOLAR, BUT A FORMER PRACTITIONER, I WOULD INSIST THERE IS ABUNDANT EVIDENCE THAT RIGHT FROM OUR VERY BEGINNINGS AS A NATION FIGHTING FOR OUR INDEPENDENCE, GENERAL GEORGE WASHINGTON AS WELL AS HIS CHIEF OF ARTILLERY, HENRY KNOX, RECOGNIZED THE NEED FOR A SCHOOL OR SCHOOLS TO EDUCATE SOLDIERS IN THE PROFESSION OF ARMS TO SERVE THE NATION. INDEED WASHINGTON'S CONTINUING INSISTENCE TO INCLUDE HIS EMPHASIS AGAIN AS PRESIDENT IN HIS EIGHTH ADDRESS TO CONGRESS ON 7 DECEMBER 1796, LED TO THE EVENTUAL OPENING OF THE UNITED STATES MILITARY ACADEMY IN 1802 UNDER THE THOMAS JEFFERSON ADMINISTRATION.

SO, RIGHT FROM THE EARLY BEGINNINGS THE US ARMY HAS RECOGNIZED THE NEED FOR EXPERT KNOWLEDGE IN THE ART AND SCIENCE OF WAR TO SERVE THE NATION AS WELL AS WASHINGTON'S INSISTENCE, INDEED DEMAND, THAT CHARACTER AND LEADERSHIP METHODS IN THOSE DAYS MUST BE CONSISTENT WITH WHO WE WANTED TO BE AS A PEOPLE AND A NATION.

AND SO IT IS THAT TODAY'S ARMY PROFESSION'S DEVOTION TO CONTINUING DEVELOPMENT OF EXPERT KNOWLEDGE FOR THE MISSIONS OF THESE TIMES OF OUR NATION AND SERVICE WITH THE CHARACTER AND

LEADERSHIP METHODS REFLECTING THE VALUES OF OUR CONSTITUTION, REMAINS FAITHFUL TO THE PRACTICES OF THOSE BEGINNING TIMES.

AS ONE OF THOSE FORMER PRACTITIONERS, I AM INSPIRED EVERY DAY BY WHAT THIS GREATEST GENERATION, BY WHAT YOU AND YOUR SOLDIERS ARE DOING FOR OUR NATION THESE PAST NINE YEARS WITH GREAT COURAGE, SKILL, RESULTS IN IRAQ AND INCREASINGLY NOW IN AFGHANISTAN, AND YES, AT PAINFUL SACRIFICE TO YOU AND YOUR FAMILIES IN CONDITIONS AS TOUGH AS ANY OUR NATION HAS EVER SENT ITS ARMY INTO. WHEN THINGS GOT REALLY TOUGH IN THE MISSION IN IRAQ, SOLDIERS AND THEIR BATTLE COMMANDERS STAYED WITH IT, TRUE TO YOUR ETHOS, “I WILL NEVER QUIT”. YOU WENT BACK, AND THEN WENT BACK AGAIN AND AGAIN. YOU SACRIFICED. YOU DID NOT QUIT EVEN WHEN OTHERS DID. YOU TAUGHT YOURSELVES HOW TO FIGHT AN INSURGENCY WHILE SIMULTANEOUSLY GROWING AN IRAQI SECURITY FORCE, PROMOTING LOCAL AND NATIONAL GOVERNANCE AND PROMOTING THE PUBLIC GOOD LOCALLY AND NATIONALLY IN THE ECONOMY AND IN PUBLIC WORKS. WHEN FIGHTING WAS CALLED FOR YOU DID THAT. WHEN NATION CREATING AND BUILDING WAS CALLED FOR, YOU DID THAT. MOST OF THE TIME YOU WERE DOING BOTH, ALTERNATIVELY AND SIMULTANEOUSLY. AND YOU ARE STILL AT IT, IN IRAQ IN NEW DAWN, AND NOW INCREASINGLY IN AFGHANISTAN. TOUGH MISSIONS. NO QUIT. RESILIENT. BATTLE COMMANDERS AND SOLDIERS OF CHARACTER. AN ARMY PROFESSION OF CHARACTER.

I HAVE NEVER SEEN THE ARMY SO FOCUSED. SO HARD. SO TOUGH, SO RESILIENT AS I DO NOW, GOING ON AND CONTINUING TO SERVE AND ACHIEVING REMARKABLE RESULTS FOR OUR NATION. NOW AMIDST ALL THAT REMARKABLE PERFORMANCE AND SACRIFICE, YOU HAVE VOLUNTARILY AS A PROFESSION AND NOT BECAUSE OF ANY CRISIS OR CALAMITY, TURNED TO DO AN ASSESSMENT AND DIALOGUE ON THE EFFECTS ON THE ARMY PROFESSION OF NINE YEARS OF WAR. YOU ARE DOING THIS TO RECOMMIT YOURSELVES TO A CULTURE OF SERVICE AND TO HELP YOURSELVES AND THE ARMY TO REFINE YOUR OWN UNDERSTANDING OF WHAT IT MEANS TO BE PROFESSIONALS—EXPERT MEMBERS OF THE PROFESSION OF ARMS.

THAT IN ITSELF IS POWERFUL. MY OWN GREAT ADMIRATION AND RESPECT. IT IS INDEED NOBLE WORK.

SECOND. AS YOU GO ABOUT THIS I WOULD RECOMMEND THAT HOW YOU THINK ABOUT THIS WILL DETERMINE WHAT YOU DO ABOUT IT. HOW YOU THINK ABOUT IT ALSO MEANS WHO DO YOU INCLUDE. I WOULD RECOMMEND YOU TO BE AS INCLUSIVE AS POSSIBLE IN THIS CAMPAIGN ON THE PROFESSION. INCLUSIVE NOT ONLY WITHIN THE PROFESSION BUT ALSO TO INCLUDE THOSE EXTERNAL TO THE PROFESSION WHO ARE INTERESTED IN, STUDY, AND WANT TO HELP THE PROFESSION EVEN AS THEY ARE SOMETIMES CRITICAL. HOW YOU ARE INITIALLY GOING TO GO ABOUT THIS HAS ALREADY BEEN OUTLINED IN YOUR FOUR PANELS AND IN GENERAL DEMPSEY'S GUIDANCE TO LOOK AT THE ESSENTIAL ATTRIBUTES OF: EXPERTISE; SERVICE; VALUES; TRUST; AND DEVELOPMENT WHICH, COINCIDENTLY, I WOULD ARGUE, ARE THE VERY ONES RIGHT FROM THE BEGINNING WITH WASHINGTON I JUST MENTIONED.

SO, IN GOOD AAR FASHION I WOULD START WITH THIS INSPIRING RECORD OF SERVICE OVER THE PAST NINE YEARS AND ASK YOURSELVES WHAT IS IT IN THE PROFESSION AND MAYBE EVEN EXTERNAL TO THE PROFESSION THAT ALLOWED US TO DO THAT? WHAT ALLOWED THIS INSPIRING NO QUIT PERFORMANCE THAT HAS ACHIEVED REMARKABLE RESULTS? WHAT HAS BEEN THE COST AND WHAT SHOULD THE PROFESSION BE DOING ABOUT THAT? YOU MIGHT ALSO WANT TO ASK YOURSELVES IF THERE HAVE BEEN ANY CORROSIVE EFFECTS ON THE PROFESSION OF THESE NINE YEARS OF WAR? THEN YOU MIGHT WANT TO ASK YOURSELVES IF THERE HAVE BEEN ANY "GOOD BUT NOT GOOD ENOUGH" PARTS OF THE PROFESSION OF THESE NINE YEARS OF WAR WHERE YOU MIGHT WANT TO MAKE SOME ADJUSTMENTS OR ADDITIONS FOR THE FUTURE, AS YOU HAVE ALREADY DONE IN SO MANY POSITIVE WAYS?

THIRD. I HIGHLY RECOMMEND TAKING THE LONG VIEW PAST, PRESENT AND FUTURE, AND BE CERTAIN TO REDISCOVER SOME UNIQUE ASPECTS OF THIS AMERICAN ARMY PROFESSION OF ARMS THAT MAKE IT DIFFERENT FROM OTHER PROFESSIONS.

THIS 2011-YEAR MARKS THE 236TH ANNIVERSARY OF THE BEGINNINGS OF THE UNITED STATES ARMY. JUNE 14 IS A DAY THAT USUALLY PASSES WITHOUT MUCH PUBLIC NOTICE. SUCH IS THE NATURE OF SERVICE AND DUTY. LARGELY UNKNOWN AND LARGELY FROM PUBLIC VIEW, THE ARMY PROFESSION, EXCEPT IN UNUSUAL CIRCUMSTANCES OR MOMENTS OF NATIONAL SURVIVAL, HAS EXECUTED ITS DUTIES FAITHFULLY AND AT SOMETIMES GREAT SACRIFICE TO MEMBERS OF THE PROFESSION AND FAMILIES AS NOW WITH REPEATED DEPLOYMENTS IN THIS WAR. THAT SELFLESS SERVICE, THAT LARGELY UNHERALDED PERFORMANCE OF DUTY, THAT PRIDE THAT COMES FROM KNOWING YOU DID YOUR DUTY TO THE BEST OF YOUR ABILITIES AND DID IT HONORABLY, HAS LARGELY DEFINED THE PROFESSIONAL ETHIC OF THE US ARMY IN PEACE AND WAR. SUCH BEHAVIOR HAS BEEN ETCHED IN OUR CONSCIOUSNESS BY THE DEEDS AND ACTIONS OF THOSE WHO HAVE GONE BEFORE US IN BOTH THE GLARE OF THE SPOTLIGHT AND THE SHADOWS OF ANONYMITY; AND BY THOSE OF YOU WHO SERVE NOW AND INSPIRE US DAILY WITH YOUR COURAGE, SKILL, AND TENACIOUS NO QUIT MISSION FOCUSED PERFORMANCE.

IN THIS LONG VIEW I WOULD ALSO URGE THAT THE PROFESSION SEEK TO REDISCOVER SOME UNIQUE ASPECTS OF THE ARMY PROFESSION OF ARMS THAT MAKES IT DIFFERENT FROM OTHER PROFESSIONS AND WHAT THOSE MIGHT SAY TO YOU. HERE ARE BUT A FEW.

IT IS A PROFESSION THAT HAS A SET OF VALUES AND AN ETHOS OF EXPECTED BEHAVIORS. BRITISH OFFICER SIR JOHN HACKETT IN HIS LECTURES THE US ARMY HAD REPRINTED AS *THE PROFESSION OF ARMS* ARGUED THAT IN OTHER WALKS OF LIFE OUR VALUES ARE ADMIRABLE QUALITIES BUT IN THE ARMY PROFESSION THEY ARE ABSOLUTELY NECESSARY FOR ACCOMPLISHMENT OF OUR MISSIONS. THEY HAVE A UTILITY.

OVER TIME THE ARMY HAS DEVELOPED NORMS OF EXPECTED ACTIONS BASED ON THOSE VALUES. YOU HAVE SEVEN. ARE THEY RIGHT FOR TODAY? YOU HAVE STATED FOUR ABSOLUTES IN THE WARRIOR ETHOS AND HAVE LIVED THOSE SO WELL IN THE DEADLY ARENA OF LAND WARFARE THEY ARE NOW EMBEDDED IN THE PROFESSION. SELFLESS SERVICE. GIVING IT ALL FOR THE MISSION AND FOR EACH OTHER. NO QUIT. THEY ARE NOW

NORMS. THAT IS HOW THE PROFESSION GETS ITS NORMS—BY DEMONSTRATED BEHAVIOR, AS THE ARMY PROFESSION IS A CONCRETE, PRAGMATIC ONE BECAUSE OF THE DEADLY ARENA IT OPERATES IN. IT IS NOT A PHILOSOPHY HOWEVER MUCH PHILOSOPHY MIGHT INFORM THE PROFESSION.

NEXT, IT IS A PROFESSION THAT HAS ITS SPECIALTIES BUT THAT ALSO DEMANDS THE WIDEST RANGE OF COMPETENCIES ACROSS THE RANGE OF POSSIBLE OPERATIONAL SCENARIOS, EVEN TO ADVISING CIVILIAN LEADERS OF COMPETENCIES REQUIRED.

IT IS A PROFESSION THAT HAS ITS OWN MEDICAL COMMAND AND HAS ACCOMPLISHED LIFE SAVING MIRACLES ON THE BATTLEFIELD AND IN MAJOR TREATMENT FACILITIES AS WELL AS LEADING REHABILITATION WORK. YOU HEAL YOUR OWN AND EVEN ALLOW MANY TO CONTINUE ON ACTIVE DUTY AS YOU DID ME AFTER MY LEFT LEG WAS AMPUTATED BELOW THE KNEE 40 YEARS AGO NEXT TUESDAY. I BELIEVE YOU MUST CONTINUE TO CARE FOR YOUR OWN AS THAT PROMOTES HEALING BOTH EMOTIONALLY AND PHYSICALLY.

IT IS A PROFESSION THAT HAS A DUTY TO ADVISE OUR ELECTED AND APPOINTED CIVILIAN LEADERSHIP ON THE USE AND COMMITMENT OF OUR ARMED FORCES IN VOLATILE, UNCERTAIN, COMPLEX, AND AMBIGUOUS SITUATIONS IN THIS ERA OF PERSISTENT CONFLICT.

IT IS A PROFESSION THAT ASKS MUCH OF ITS VERY NEWEST MEMBERS, BOTH OFFICER AND ENLISTED, UNLIKE ANY OTHER PROFESSION WHO HAVE BOARDS AND APPRENTICESHIPS AND RESIDENCIES BEFORE ENTRUSTING MEMBERS OF THOSE PROFESSIONS WITH ANY SERIOUS RESPONSIBILITIES. WHAT DOES THAT MEAN FOR YOU?

IT IS A VERY PUBLIC PROFESSION IN THIS SOCIAL NETWORK AGE WHERE MOVIES ABOARD SHIP OR TREATMENT OF PRISONERS OR HARSH INTERROGATIONS OR HEROIC ACTIONS OR SELFLESS SERVICE FOR OTHERS HAVE THE POTENTIAL FOR NATIONAL INSPIRATION OR CAREER ENDING AND PROFESSION DAMAGING CONSEQUENCES. WHAT DOES THAT MEAN FOR PROFESSIONAL VALUES OR CANDOR?

IT IS ALSO A VOLUNTEER PROFESSION, BUT ALSO WHERE MEMBERS COME AND GO, AND THAT ALSO DEPENDS ON AND HAS ENORMOUS GOOD

WILL AND GENEROSITY AMONG THE AMERICAN PEOPLE MOST OF WHOM KNOW LITTLE OR NOTHING ABOUT YOUR PROFESSIONAL CULTURE OR DUTIES.

IT IS A PROFESSION THAT ASKS MUCH FROM ITS FAMILY MEMBERS UNLIKE ANY OTHER PROFESSION. A PROFESSION WHERE THERE IS EXTRAORDINARY TENSION BETWEEN DUTY DEMANDS AND SACRIFICE AND DEMANDS OF FAMILY, ESPECIALLY THESE PAST NINE YEARS.

IT IS A PROFESSION OF AN ARMY RESERVE AND ARMY NATIONAL GUARD OPERATING NOW AS AN OPERATIONAL RESERVE WITH 80,000 PART OF ARFORGEN EACH YEAR VICE THE OLD STRATEGIC RESERVE OF A GENERATION AGO. IT IS A PROFESSION WHERE ACTIVE AND RESERVE COMPONENT SOLDIERS SERVE SHOULDER TO SHOULDER WITH DISTINCTION IN THIS VOLATILE, UNCERTAIN, COMPLEX, AND AMBIGUOUS FIGHT. WHAT HAS THE PROFESSION DONE ABOUT THAT?

IT IS A PROFESSION THAT ALLOWS WIDE DISCRETION IN JUDGMENT OF OFFICERS COMMANDING SOLDIERS AND UNITS IN OPERATIONS IN WAR. THAT IS BOTH A HUGE STRENGTH BUT COMES WITH HUGE RESPONSIBILITIES FOR THE PROFESSION. NO PARENT OR FAMILY MEMBER CHECKS CERTIFICATION OF A COMMANDER IN THE ARMY PROFESSION BEFORE THEY ENTRUST THEIR SONS AND DAUGHTERS OR WIVES OR HUSBANDS TO THE COMMAND OF AN AMERICAN OFFICER, UNLIKE THE CHECKING THAT GOES ON WHEN ANYONE OF US IS ABOUT TO UNDERGO LIFE THREATENING SURGERY IN THE MEDICAL PROFESSION. THE AMERICAN PEOPLE TRUST THE PROFESSION WILL GET IT RIGHT AND THAT THE COMMANDER IS BOTH QUALIFIED AND THE COMMAND WILL BE DONE RIGHT. IT IS A HUGE STRENGTH BECAUSE IT ALLOWS CREATIVE AND IMAGINATIVE ACTIVITIES TO GO ON IN PURSUIT OF TOUGH MISSIONS AS IS GOING ON NOW. SUCH DISCRETION IS NEEDED FOR THE PROFESSION TO FULFIL ITS DUTIES TO OUR NATION, THE CONSTITUTION, AND THE AMERICAN PEOPLE ESPECIALLY NOW IN THIS COMPLEX SET OF COIN CONDITIONS. BUT BEING TRUSTED WITH SUCH DISCRETION ALSO COMES WITH ENORMOUS RESPONSIBILITIES. THE RESPONSIBILITY LIES ON EACH MEMBER OF THE PROFESSION AND ON THE PROFESSION TO REGULATE ITSELF TO ENSURE WE ARE WORTHY OF SUCH TRUST IN OUR CHARACTER,

THE FULL RANGE OF COMPETENCIES REQUIRED OF OUR OPERATIONAL ENVIRONMENT, AND THE LEADERSHIP PRACTICES CONSISTENT WITH WHO WE ARE AS A NATION, AND THAT WE HAVE CORRECTING PROFESSIONAL METHODS.

SO, EVERY GENERATION GETS TO MAKE THOSE CHOICES ABOUT PROFESSIONAL NORMS AND THE IMPLICATIONS ABOUT WHAT IS UNIQUE ABOUT THE PROFESSION. IT IS YOUR TURN NOW. TALK TO YOURSELVES AS YOU DO SO WELL IN ALL MANNERS OF PROFESSIONAL FORUMS LIKE THIS ONE, MILITARY SPACE AND OTHER ELECTRONIC CONNECTIONS, ARMY LESSONS LEARNED, AND MANY OTHERS AND REINFORCE AND CONTINUE TO CODIFY THOSE ENDURING AND NEW NORMS REQUIRED FOR YOUR MISSIONS AND YOUR TIMES. FOR, AS WE ALL KNOW, SOMETIMES WHAT ARE ABSOLUTES FOR ONE-GENERATION TURN OUT NOT TO BE SO FOR THE NEXT. SO, YOU ALSO GET TO DISTINGUISH ENDURING PROFESSIONAL TRUTHS FROM SITUATION SPECIFICS ABOUT THE NATURE OF SELFLESS SERVICE AND THE NATURE OF LAND WARFARE. FOR EXAMPLE WE USE AS A CASE STUDY IN OUR CAPSTONE COURSE WASHINGTON'S CROSSING OF THE DELAWARE AND DEFEAT OF HESSIAN FORCES AT TRENTON CHRISTMAS EVE AND CHRISTMAS DAY 1776. THERE ARE ENDURING TRUTHS OF BATTLE COMMAND IN THAT CASE STUDY AND THERE ARE ALSO EXAMPLES OF TACTICAL METHODS NO LONGER RELEVANT TODAY. WE MUST CONTINUALLY DISTINGUISH BETWEEN THOSE TW, EVEN NOW AS YOU PRACTICE COIN. THOSE ARE DIFFICULT CHOICES.

LASTLY, SOME PERSONAL THOUGHTS ABOUT BEING A PROFESSIONAL. THAT I WAS PERMITTED TO REMAIN ON ACTIVE DUTY AND CONTINUE TO SERVE WITH GREAT AMERICANS WE CALL SOLDIERS AFTER HAVING MY LEFT LEG AMPUTATED BELOW THE KNEE WAS LIFE'S GREAT PRIVILEGE. THE PROFESSION FOR ME PERSONALLY ALWAYS RESEMBLED A CALLING AND A PRIVILEGE. I SAID IN KERMIT ROOSEVELT SPEECH LONG AGO NOW THAT I BELIEVE SOLDIERING IS A MATTER OF THE MIND AND HEART. THERE IS MUCH PASSION, LOVE FOR OUR SOLDIERS, AND EMOTION IN WHAT PROFESSIONALS DO. IT IS A HARD AND DEMANDING PROFESSION NEVER SO

EVIDENT AS THE PAST NINE YEARS. WE HAVE TO FEEL IT ALL I BELIEVE TO KNOW WHAT TO DO TO PUT OUR SOLDIERS AT THE BEST POSSIBLE ADVANTAGE AND KEEP THEM THAT WAY IN ANY KIND OF OPERATION ANYWHERE ON THE SPECTRUM OF CONFLICT TO ACCOMPLISH THE MISSION. THAT TAKES CHARACTER, COMPETENCE, AND LEADERSHIP AND CONTINUOUS DEVELOPMENT IN A PROFESSION THAT DEMANDS AND ENCOURAGES THAT CONTINUING GROWTH.

LAST FALL I WAS TALKING AT WEST POINT ABOUT OUR CAPSTONE OFFICERSHIP COURSE FOR SENIORS IN MY DUTIES AS CLASS OF 1966 CHAIR IN THE CENTER FOR PROFESSIONAL MILITARY ETHIC WITH PROFESSOR ELIZABETH SAMET WHO WROTE SOLDIER'S HEART. SHE ASKED ME WHAT IS THE ONE ENDURING TRUTH ABOUT BEING A PROFESSIONAL. I HAD TO PAUSE A FEW MINUTES TO THINK THAT ONE OVER. I TOLD HER TRUST. 20 YEARS AGO THAT NCO IN THE 3 AD IN 1991 JUST BEFORE OUR ATTACK INTO IRAQ WHO STOPPED ME TALKING ABOUT OUR MANEUVER PLAN AND SAID, 'DON'T WORRY, GENERAL WE TRUST YOU.' THAT NCO CAPTURED, AS NCOs FREQUENTLY DO, WHAT WE ALL ARE DOING AS PROFESSIONALS, AND IN ADAPTING OUR PROFESSION OVER TIME TO THE REQUIREMENTS OF SELFLESS SERVICE TO OUR REPUBLIC TO GAIN THE MISSION AT LEAST COST IN THE DEADLY ARENA OF LAND WARFARE—GAIN AND MAINTAIN THE TRUST OF THE AMERICAN PEOPLE, OUR CIVILIAN SUPERIORS, OUR FELLOW SOLDIERS AND THOSE MEN AND WOMEN ENTRUSTED TO US. TRUST. I BELIEVE TO LEAD IS TO ALSO TO SERVE, AND IN SO CARRYING OUT OUR DUTIES AS PROFESSIONALS IN THAT WAY WE EARN THAT TRUST. TO SERVE IN THAT WAY, AS MY GRANDSON'S CLASS OF 2012 AT WEST POINT HAS CHOSEN AS THEIR MOTTO, 'FOR MORE THAN OURSELVES.'

SECOND, I SAID THE FOLLOWING TO CADETS AT WEST POINT:

'ON THAT DAY WHEN OUR NATION NEEDS YOU TO ACCOMPLISH THAT DIFFICULT AND IMPORTANT MISSION, YOU WILL DO YOUR DUTY, HONOR YOURSELF AND YOUR SOLDIERS AND OUR COUNTRY. I KNOW YOU WILL.' THAT WAS THE WEST POINT CLASS OF 2003. FROM THAT CLASS UNTIL THE PRESENT 3 OF THOSE FORMER CADETS (AS PART OF 81 WEST POINT

**GRADUATES) HAVE GIVEN THEIR LIVES DOING JUST THAT, ALONG WITH
OVER 5800 OF THEIR FELLOW MEMBERS OF OUR ARMED FORCES.**

**IT IS A STUNNING AND REFLECTIVE THOUGHT AND TOGETHER WITH
ALL THOSE WHO HAVE GIVEN THEIR LIVES IN THIS CURRENT WAR A
CONSTANT REMINDER TO US ALL AND ESPECIALLY TO THE FAMILIES WHO
BEAR THE PAIN OF THAT LOSS JUST HOW UNIQUE OUR ARMY PROFESSION OF
ARMS IS IN THE CHARACTER OF ITS SERVICE TO OUR NATION. THAT
REMINDER CERTAINLY PROPELS THE PROFESSION, INDEED DEMANDS THAT
THE PROFESSION, CONTINUE TO EXAMINE ITSELF AND RENEW ITS
COMMITMENT TO THAT SERVICE AND ITS FAITHFULNESS TO THE
CONSTITUTION AND THE AMERICAN PEOPLE WHO ENTRUST THEIR SONS AND
DAUGHTERS TO IT.**

YOU ARE DOING JUST THAT HERE IN THIS UNIFIED QUEST.

**THANKS AGAIN FOR INCLUDING ME IN THIS NOBLE WORK YOU ARE
DOING.**